LEARNING
REFERENCE

HUMAN RESOURCES DEPARTMENT

CITY OF
RIVERSIDE

MULTIPLYING TALENT MOTIVATING EXCELLENCE MAXIMIZING POTENTIAL

M³P HIGH PERFORMANCE
LEARNING CENTER

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A Renaissance in Learning...

MULTIPLYING TALENT MOTIVATING EXCELLENCE MAXIMIZING POTENTIAL

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SUPPLEMENT, OPTIMIZE, ACQUIRE, AND RENEW
ESSENTIAL SKILLS

SOAR Certificate:
Basic - Intermediate Skills Development

Information

Eligible Participants
(1) Non-management employees.
(2) Management Level I employees.
(3) All other employees.
Note: **Supervisor/Manager approval** *is a* **pre-requisite** *for all participants.*

Requirements
- Complete all core courses specified for this certificate program: 8 'in class' courses.

Total Duration
- 32 hours in 4 months.
- Per month: 2 x 4 hour 'in class' course sessions.

Core Courses

PROVIDING OUTSTANDING CUSTOMER SERVICE

Participants will learn:
- Twelve elements of outstanding service.
- Four personality styles and how to effectively relate to each type of person.
- Ways to double your listening capacity.
- How to deliver a negative response without saying "NO".
  - Month 1, Session 1
  - Duration: 4 hours

THE CHALLENGE OF CHANGE

Participants will learn:
- How to face your fears, reservations, and negative feelings when change is inevitable.
- Three steps for making suggestions to help change really work.
- How to support your boss during change, versus being a 'hidden rebel'.
- Ways to become a sponsor for positive change.
  - Month 1, Session 2
  - Duration: 4 hours

BUSINESS WRITING AND GRAMMAR REFRESHER

Participants will learn:
- Report formats that are easy to follow.
- Do's and Don'ts of e-mail communications.
- How to ensure writing is clear, concise, and correct.
  - Month 2, Session 2
  - Duration: 4 hours

EFFECTIVE COMMUNICATION SKILLS I

Participants will learn:
- Fifteen easy listening techniques that will build relationships and improve performance.
- To use the 'Ouch System' to resolve miscommunication.
- How to see from the other person's perspective.
- How to avoid common poor communication habits.
  - Month 2, Session 1
  - Duration: 4 hours

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7 HABITS OF HIGHLY EFFECTIVE PEOPLE® I

Participants will learn:
- How to improve your self-awareness.
- To improve effectiveness by practicing self-motivating strategies.
- The power of purposeful living.
  - Month 3, Session 1
  - Duration: 4 hours

7 HABITS OF HIGHLY EFFECTIVE PEOPLE® II

Participants will learn:
- How to develop solutions that benefit all parties.
- Why your advice is sometimes rejected.
- To find ways of implementing innovative ideas.
  - Month 3, Session 2
  - Duration: 4 hours

CRITICAL THINKING, ETHICS, AND VALUES FOR DECISION-MAKING

Participants will learn:
- How to make better decisions.
- What to do when feeling pressured by circumstances, people, or high expectations.
- How to assess situations more objectively.
  - Month 4, Session 1
  - Duration: 4 hours

PRACTICAL PROBLEM SOLVING

Participants will learn:
- A six-step creative problem solving process.
- Common pitfalls for problem solvers.
- How to identify and implement workable, 'never been thought of' solutions.
- How to gain management support.
  - Month 4, Session 2
  - Duration: 4 hours

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SMART Certificate Level 1:
Essentials of Supervision/Management

Information

Eligible Participants
(1) New/recently hired or promoted supervisors/ managers.
(2) Entry-level supervisors, and Management Level I employees with supervisory/staff management responsibilities.
(3) Experienced supervisors/managers seeking a refresher/update.
(4) Employees with no supervisory/staff management responsibilities who are looking to prepare themselves for future such opportunities.

Note: **Supervisor/Manager approval** is a **pre-requisite** for all participants.

Requirements
• Complete all core courses specified for this certificate program:
  • 9 Self-Paced E-Course (SPEC) modules.
  • 4 SPEC Interactive - Follow-Up Discussion Group sessions.
  • 4 'in class' courses.

Total Duration
• 34 hours in 4 months.
• Per month:
  • 2 x 1 hour SPEC modules (plus an additional 2 hour SPEC module in month 4).
  • 1 x 2 hour SPEC Interactive session.
  • 1 x 4 hour 'in class' course session.

Core Courses

UNDERSTANDING YOUR NEW ROLE (SPEC)

Participants will learn:
• The many dimensions of being a supervisor/manager.
• How the job of supervisor/manager differs from that of an individual contributor.
  • Month 1, SPEC 1
  • Duration: 1 hour

WORKING THROUGH OTHERS (SPEC)

Participants will learn:
• The concept that managing is a people-focused activity.
• How to build positive relationships with employees you supervise/manage.
• How to identify your team's immediate needs.
• How to balance conflicting expectations.
  • Month 1, SPEC 2
  • Duration: 1 hour

KEY CITY POLICIES I and II ('in class')

Participants will learn:
• An overview of the City's policies, procedures, and resources, including those related to:
  • Classification and compensation.
  • Employee benefits and leave entitlements.
  • Employee training and development.
  • Workplace safety for supervisors.
  • ADA, EAP, FOIA.
  • Volunteers.
  • Recruitment and selection.
  • Performance evaluation.
  • Merit increases and promotion.
  • Employee and labor relations.
  • MOUs.
  • Personnel records.
    • Month 1, Session 1 and Month 2, Session 1, respectively
    • Duration: 4 hours per session

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MANAGING PERFORMANCE (SPEC)

Participants will learn:
- Performance management basics.
- Skills essential for helping employees develop their capabilities.
- How to conduct a formal performance review.
    - Month 2, SPEC 1
    - Duration: 1 hour

MANAGING A GROUP (SPEC)

Participants will learn:
- How to evaluate interdependencies.
- How to establish positive norms and group processes.
- How to manage interpersonal conflicts.
    - Month 3, SPEC 1
    - Duration: 1 hour

ETHICAL MANAGEMENT ('in class')

Participants will learn:
- The best way to handle ethical dilemmas: avoid them in the first place.
- That ethics management is a process that requires modeling and maintenance.
- How to make ethical decisions in groups, and make them public if appropriate.
- To value forgiveness and the need to operate ethically in spite of mistakes.
    - Month 3, Session 1
    - Duration: 4 hours

NETWORKING WITH COLLEAGUES (SPEC)

Participants will learn:
- The concepts and benefits of building a network of individuals to help solve problems and share experiences.
- Skills essential for working effectively with peers.
    - Month 4, SPEC 2
    - Duration: 1 hour

MANAGING DIVERSITY ('in class')

Participants will learn:
- How to create policies and promote workplace practices that embrace different work styles.
- The business-focused reasons for valuing diversity.
- To empower employees to take responsibility for workplace diversity.
    - Month 4, Session 1
    - Duration: 4 hours

ORGANIZING RESOURCES, MEETINGS, AND TIME (SPEC)

Participants will learn:
- How to take control of administrative responsibilities associated with your new role.
- How to improve your meeting and time management skills.
    - Month 2, SPEC 2
    - Duration: 1 hour

SUPPORTING YOUR BOSS AND ORGANIZATION (SPEC)

Participants will learn:
- How to adapt your work style to accommodate your supervisor's/manager's style.
- How to understand the organization's goals.
- How to craft a vision for your team that supports the organization's goals.
    - Month 3, SPEC 2
    - Duration: 1 hour

HARASSMENT PREVENTION FOR SUPERVISORS/MANAGERS (SPEC)

Participants will learn:
- Federal laws regarding harassment.
- Consequences of harassment.
- How to prevent sexual harassment.
- How to handle sexual harassment claims.
- How to maintain a respectful workplace.
    - Month 4, SPEC 1
    - Duration: 2 hours

EVOLVING AS A MANAGER (SPEC)

Participants will learn:
- How to leverage existing strengths, broaden leadership skills, and think strategically about developing a career.
- The concepts and application of emotional intelligence in managing and leading others.
    - Month 4, SPEC 3
    - Duration: 1 hour

SPEC INTERACTIVE - FOLLOW-UP DISCUSSION GROUP

- A monthly facilitated discussion session covering that month's assigned SPEC modules.
    - Months 1 - 4, Session 2
    - Duration: 2 hours per month

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SMART Certificate Level 2:
Leadership Development for Middle-Managers
Information

Eligible Participants
(1) Management Level II employees with supervisory/staff management responsibilities.
(2) All employees who have completed SMART Certificate Level 1 (refer to page 5).
(3) Division Managers and above.

Note: **Supervisor/Manager approval** *is a pre-requisite for all participants.*

Requirements
- Complete all core courses specified for this certificate program: 8 'in class' courses.

Total Duration
- 32 hours in 4 months.
- Per month: 2 x 4 hour 'in class' course sessions.

Core Courses

EFFECTIVE LEADERSHIP: LEADERSHIP STYLES, FUNCTIONS, AND SUCCESSFUL STRATEGIES

Participants will learn:
- How to self-assess your leadership skill set.
- The skills and knowledge needed to succeed and advance.
- To practice skills in reality-based simulations.
    - Month 1, Session 1
    - Duration: 4 hours

BUILDING AN EFFECTIVE TEAM

Participants will learn:
- How to accomplish results that only a team can achieve.
- How to keep team members involved and motivated.
- Ten ways to keep team discussions moving and on track in a meeting.
- Three proven ways to bring a wayward team member 'back into the fold'.
    - Month 2, Session 1
    - Duration: 4 hours
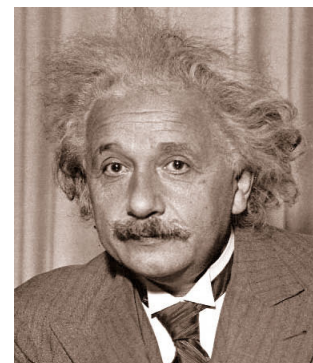
DECISION MAKING BEST PRACTICES

Participants will learn:
- Risk assessment.
- A six-step decision making process that enables you to organize and consider all available data.
- How to lead in a team-based decision.
    - Month 1, Session 2
    - Duration: 4 hours

EFFECTIVE COACHING AND MENTORING

Participants will learn:
- Three principles to apply in every coaching discussion.
- Critical elements that influence behavioral change.
- The power of positive reinforcement.
- How to handle others' emotions and anger.
    - Month 2, Session 2
    - Duration: 4 hours

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PERFORMANCE EVALUATION

Participants will learn:
- The process for evaluating employee performance.
- Appropriate documentation procedures.
- To conduct an effective performance evaluation meeting.
- Common discrimination tendencies.
  - Month 3, Session 1
  - Duration: 4 hours

INTERVIEWING, RECRUITMENT, AND SELECTION

Participants will learn:
- How to ensure a fair and equitable selection process is conducted for all candidates.
- Legal implications of interviewing and selection.
- How to prepare for and conduct interview panels.
- The City's pre-employment procedures and hiring process.
  - Month 4, Session 1
  - Duration: 4 hours

EMPLOYEE RELATIONS

Participants will learn:
- The fundamentals of progressive discipline and relevant considerations for determining levels of discipline.
- The Skelly process.
- The City's disciplinary policy and process.
- Documentation and file building for employee discipline.
- Guidelines for preparing disciplinary memos.
- Conducting a disciplinary interview.
- Grievance procedures and employment termination policies.
  - Month 3, Session 2
  - Duration: 4 hours

NEGOTIATING FOR RESULTS

Participants will learn:
- How to establish long-term relationships versus one shot deals.
- The skills of a good negotiator.
- What to do when a person goes over your head.
  - Month 4, Session 2
  - Duration: 4 hours

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Registration Information for Certificate Programs

1. To **register** for a **certificate program**, please visit www.riversideca.gov/human/m3p. Please ensure that you receive Supervisor/Manager approval.

2. **Send** your completed registration form to the M³P High Performance Learning Center, Human Resources Department, 3900 Main St., Riverside 92522, or via Fax: 951-826-2552. Forms must be received **no later than** January 29th, by 5:00pm.

3. If your registration is accepted, you will be **automatically enrolled** into ALL course sessions necessary for your chosen certificate program and scheduled in the trimester for which you are registering. Prior to submitting your completed registration form, please ensure your availability to attend ALL required sessions.

4. For **schedule details**, please refer to page 12 for a quick reference or visit www.riversideca.gov/human/m3p for a monthly calendar.

5. If you are **unable to attend** any particular session, it is *your responsibility* to contact the M³P High Performance Learning Center (Ph: 951-826-5269 or E-mail: m3p@riversideca.gov), at least *5 business days* prior to that session, to make alternative arrangements. Failure to do so may incur a *cancellation fee* of $50 charged to your Department. However, exceptional circumstances may be given due consideration.

6. In the event of **over-enrollment** for an entire certificate program, the additional participants (as determined by the order in which registration forms are received by M³P High Performance Learning Center), will be placed on a waiting list for the next scheduled offering of that complete program. Generally, this will be in the subsequent trimester. However, based on the demand for particular programs as well as on available resources, multiple sessions may be offered in the same trimester for all courses within that program. Please check the online calendar at www.riversideca.gov/human/m3p regularly for any updates.

7. You will usually be advised of your **enrollment status** at least *5 business days* prior to the commencement of the trimester for which you are registering.

Special Notes

Re: **SMART Level 1 Certificate** - upon enrollment in any of theses certificate programs, all necessary details for accessing the relevant SPEC modules will be forwarded to you via email.

Training Venues

For the 2010 Spring Trimester:

- All 'in class' course sessions and SPEC Interactive sessions will be facilitated at the Main Library.
- SPEC Modules should be completed as assigned, during office hours, at your workstation or at any other suitably convenient location.

Location:
Main Library: 3581 Mission Ave. Riverside, CA 92501
            2nd Floor Auditorium

Note: *All venue and schedule information is subject to change. Please check the online calendar at* www.riversideca.gov/human/m3p *regularly for any updates.*

Parking Information

For training sessions conducted at the Main Library, please refer to the map on the adjoining page for parking options, and also note the following:

- The M³P High Performance Learning Center will validate parking at **Garages 1, 2, and 3 only**.
- On-street metered parking is limited to 1 hour in most locations.
- City employees working downtown near the Human Resources Department are encouraged to walk if possible.

NOTE: MAP IS NOT TO SCALE

Other Useful Information Continued

Course Exemptions

If you are a participant in a certificate program and believe that you may have previously completed a course that is similar to a core course required within your program, you may be eligible for a course exemption. If you wish to request such an exemption, please contact the M³P High Performance Learning Center at Ph: 951-826-5269 or E-mail: m3p@riversideca.gov for your request to be assessed.

Graduation

After the conclusion of each trimester, graduates will be presented with a commemorative certificate in honor of their achievement by their department head.

Important Note

Participation in any programs or courses offered by the M³P High Performance Learning Center **neither implies nor guarantees** a resulting increase in salary or wages… but it will aid greatly in the development of your skills and career!

New! Absence Policy

All certificate participants are required to read and acknowledge receipt of the absence policy. Please visit www.riversideca.gov/human/m3p for further information.

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Quick Reference Calendar*
2010 Spring Trimester
February 2010 - June 2010

February

	S	M	T	W	T	F	S
		1	2	3	4	5	6
MONTH 1	7	8	9	10	11	H¹	13
	14	H	16	17	18	19	20
	21	22	23	24	25	26	27
	28						

March

	S	M	T	W	T	F	S
		1	2	3	4	5	6
MONTH 2	7	8	9	10	11	12	13
	14	15	16	17	18	19	20
	21	22	23	24	25	26	27
	28	H²	30	31			

April

	S	M	T	W	T	F	S
					1	2	3
MONTH 3	4	5	6	7	8	9	10
	11	12	13	14	15	16	17
	18	19	20	21	22	23	24
	25	26	27	28	29	30	

May

	S	M	T	W	T	F	S
							1
MONTH 4	2	3	4	5	6	7	8
	9	10	11	12	13	14	15
	16	17	18	19	20	21	22
	23	24	25	26	27	28	29
	30	H					

June

	S	M	T	W	T	F	S
			1	2	3	4	5
MONTH 5	6	7	8	9	10	11	12
	13	14	15	16	17	18	19
	20	21	22	23	24	25	26
	27	28	29	30			

Legend

- SOAR
- SMART Level 1
- SMART Level 2
- Holidays

H - All
H¹ - Police Supervisory, RPAA, Refuse
H² - Refuse Only

*This is a schedule overview of monthly allocated 'in class' certificate core courses, SPEC Interactive sessions courses only. This schedule is subject to change. Please refer to www.riversideca.gov/human/m3p for a comprehensive, up-to-date online calendar.

Contact Details

Website: www.riversideca.gov/human/m3p
Address: 3900 Main St., Riverside 92522
E-mail: m3p@riversideca.gov
Phone: 951-826-5269
Fax: 951-826-2552

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